

CURRICULUM COMMITTEE MEETING

1 August 1985

ITEM: Looking Glass, Inc.(LGI) Workshop

BACKGROUND

1. The Agency's pilot running of Looking Glass was sponsored by the DDO in July, 1984 and run by the Associates for Creative Leadership, Inc. (ACL; George Peabody, principal). Two MTB instructors and one contractor were among the 20 participants. Following the pilot running participants met with the ADDO, shared insights gained as a result of the program, and recommended that LGI be offered on a regular basis.

2. The DDO/STO met with the other STOs and subsequently they recommended Agency-wide participation. Directorates have paid for three runnings in FY85 (about \$18,000 each), with one more scheduled in August. The STOs negotiated the number of participants, with two of the 20 slots in each running at MTB's disposal with no cost to OTE. MTB has helped support the workshop beginning with the first running. Since it was clear that the program would run with or without OTE's assistance (and without OTE's money), it was decided that MTB would provide support for the program from the very start (including contract negotiation) in order to influence quality, cost, and applicability, as well as developmental opportunities for MTB (and other OTE instructors, since use of the two OTE dedicated slots has never been restricted only to MTB, although MTB does need to exact a pint of blood--namely group facilitation services in subsequent runnings.

3. The Executive Director has met with participants after each running to date, and he continues to express interest in application of Looking Glass learning outcomes to Agency management.

WORKSHOP DESCRIPTION

4. LGI is a 4-day management development program built around the Looking Glass Simulation. The simulation is the result of three years of research and development at the Center for Creative Leadership (CCL). It puts 20 managers into the top managerial positions of a fictitious corporation. They receive background information on the organization, their managerial assignments, and their offices, including in-baskets full of problems and challenges. They then manage the organization as a group for six hours!

5. Like any organization, Looking Glass has its share of

problems, 160 in all, ranging from the trivial to the nearly catastrophic. The problems cover many areas, including finance, personnel, technical, R&D, safety and legal. Managers are free to deal with or ignore problems as they see fit.

6. After the simulation, debriefings give managers an opportunity to reflect on what they did, how well they did it, and the implications of their actions individually and as a group. They receive feedback on how well they delegated, shared information, solved problems and handled conflict.

7. The simulation is set in the context of theory to help the participants gain a clearer understanding of the managerial task. They receive feedback on their managerial skills from selected peers, superiors and subordinates back on the job using the Skills Assessment Form (SAF). At the end of the workshop participants develop action plans to apply learnings.

8. Though objectives are continually modified for each running, the last running had the following:

a. THEORY

To gain a clearer understanding of my managerial task.

- The Nature of Managerial Work
- Decisionmaking Under Uncertainty
- Management Processes
- Networking
- Factors in Executive Derailment

b. SELF-AWARENESS

To assess myself as a manager, with the help of:

- a mirror, the LOOKING GLASS, and
- the Skills Assessment Form (SAF) from my office

c. PLANNING

To identify my 2-3 most important learnings and to make definite plans for my growth and/or new behavior

d. REPORTING

Be prepared:

- to report your main learnings and possible implications
- to discuss how you intend to apply them

RECOMMENDATIONS

9. It is recommended that OTE continue to support LGI in FY86. Five to seven runnings are tentatively scheduled.

10. It is recommended that MTB continue the process necessary to become a licensee, including providing certification training for selected MTB and other OTE instructors, so that the Agency can reduce its dependency on the limited number of franchised outside contractors.

11. Year-end funds have been requested to purchase the rights to the program (\$7500), the telephone system (\$6500) and the slide show (\$2000). The government discount royalty fee for each running (\$2500) includes all updated handouts and consultation with the Center for Creative Leadership.

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